

7 Alternatives



The Milpitas Hacienda, Richard Crusius photo

Alternatives

Introduction

Two management options for the Base Realignment and Closure (BRAC) excess property at Fort Hunter Liggett are presented as alternatives in this chapter. No alternatives involving National Park Service (NPS) ownership or management are presented, since NPS ownership and management have been found to be not feasible (See “Feasibility” chapter).

Alternative A: No Action. Under this alternative, the Army would retain the excess property in interim use status for an indefinite period, during which minimal or no maintenance activities would be conducted. No change in use is expected for any of the excess property during this interim period. The Army would continue to manage the remainder of the Fort Hunter Liggett installation. The NPS would have no involvement in the ownership or management of any Fort Hunter Liggett structures or properties. At some future time, it is assumed that the Army would pursue one of the options outlined in the Army’s *Environmental Assessment for the Disposal and Reuse of the BRAC Property at Fort Hunter Liggett* or would take other action, at their discretion.

Alternative B: Addition to Hearst San Simeon State Historical Monument and Designation as an Affiliated Area of the National Park System. Under this alternative, legislation would authorize direct transfer of the Milpitas Hacienda complex and the ranch bungalows to California State Parks to be managed as an addition to Hearst San Simeon State Historical Monument (Hearst Castle®) and as an affiliated area of the national park system.

Legislation would authorize direct transfer of the Gil Adobe and the one acre of land under and adjacent to the Tidball Store to California State Parks or Monterey County Parks Department. An agreement with a nonprofit organization could be developed in order to provide for management of these sites at little or no cost to the public agency.

This alternative includes an option for the Javelin Court area, including 41 housing units, to be transferred to California State Parks to be operated as rental housing. The revenue from managing the housing area could be used to partially offset operating costs of the Milpitas Hacienda complex and the ranch bungalows.



The Milpitas Hacienda, NPS photo

Alternative A: No Action

(see Figures 12 & 13, Alternative A, in the “Figures” section)

OVERVIEW

Under Alternative A, the Army would retain the excess property in interim use status for an indefinite period, during which the Army would conduct minimal or no maintenance. No change in use is expected for any of the excess property during this interim period. The Milpitas Hacienda would be operated by a concessioner for lodging and food service. The Army and California State Parks have negotiated an interim lease for the Milpitas Hacienda to provide for ongoing management until longer-term disposal or transfer is implemented. The ranch bungalows would be used for housing, storage, and other non-public uses. The Gil Adobe and the Tidball Store would continue to be unused. The Army would continue to manage the remainder of the Fort Hunter Liggett installation. The National Park Service would have no involvement in the ownership or management of any Fort Hunter Liggett structures or properties. At some future time, it is assumed that the Army would pursue one of the options outlined in the Army’s *Environmental Assessment for the Disposal and Reuse of the BRAC Property at Fort Hunter Liggett* or would take other action, at their discretion.

LANDOWNERSHIP AND MANAGEMENT

The Army environmental assessment includes two options that do not involve the NPS: a no-action option and an encumbered disposal option. The Army’s no-action option would place the excess property into non-use status for an indefinite period, during which minimal or no maintenance activities would be conducted. The Army’s encumbered disposal option would involve transferring ownership of the property to others, while retaining certain Army rights, such as for utility easements or remediation of hazardous materials. Transfer to California State Parks, Monterey County Parks Department, or another public agency could eventually be accomplished through this encumbered disposal

option, either through establishment of a local reuse authority or by declaring the property surplus to the federal government and transferring it under the Federal Lands to Parks Program. However, the timing and outcome of this approach are uncertain.

Currently, the Milpitas Hacienda is open to the public, with lodging and food service provided by a concessioner under a month-to-month lease. The Army has negotiated an interim lease with California State Parks, under which public use and services are expected to remain as they are now. Several ranch bungalows are rented for residential use. The Tidball Store and the Gil Adobe are not in use, and receive minimal maintenance. No change in use is expected for any of the excess property in the immediate future. It is anticipated that no investments in repair or rehabilitation of any of the excess property would be made during this interim period, other than routine maintenance activities.

California State Parks currently conducts law enforcement / firearms training at Fort Hunter Liggett, and is also discussing a possible longer term lease for a law enforcement training center at Fort Hunter Liggett. These activities are not related to the excess property at Fort Hunter Liggett, but may affect California State Parks’s use of the excess property.

VISITOR USE AND INTERPRETATION

The Milpitas Hacienda would likely continue to be accessible to visitors, pending eventual transfer to a state or local agency or other entity. No additional visitor services, programs, or facilities would be developed. The Gil Adobe and Tidball Store would remain closed to public use. Mission San Antonio de Padua would continue to be accessible to the visiting public and to parishioners, as determined by the Monterey Diocese. The cantonment area, Jolon and Nacimiento-Fergusson roads, and other public roads, would continue to remain open to the public, with certain security constraints. Visitors to the Milpitas Hacienda and the Mission San Antonio de Padua would arrive at Fort Hunter Liggett primarily via Jolon Road, from Highway 101

and the Salinas Valley, near King City, or via Nacimiento-Fergusson Road, from Highway 1 and the Pacific Coast. The Army would continue to manage hunting and fishing activities using their permit system.

RESOURCE PROTECTION

Natural, cultural, and historical resources of Army-managed property would continue to be managed under existing Army programs. The Army would continue to prepare environmental compliance documents as needed for training and other operations, in accordance with the provisions of the National Environmental Policy Act of 1969 and Section 106 of the National Historic Preservation Act of 1966. Little or no funding would be available for management of the resource values of the excess property during the interim management period. Natural resource values of the excess properties are minimal; no natural resource protection activities related to the excess property are anticipated.

OPERATIONS AND MAINTENANCE

Under Alternative A, the Army would continue its current operation at Fort Hunter Liggett. The Army would continue to be responsible for the maintenance and operation of the BRAC excess property during the interim use period. While the Milpitas Hacienda is leased out, routine maintenance would be the responsibility of the lessee (the current concessioner or California State Parks). Long term maintenance or rehabilitation would be deferred.



The Tidball Store, NPS photo

IMPLEMENTATION COSTS

Under Alternative A, California State Parks would incur some level of administrative costs associated with the interim lease and concessioner contract for the Milpitas Hacienda. These costs are expected to be carried by the Hearst San Simeon State Historical Monument. The eventual costs to the Army to transfer the excess properties to other parties through a local reuse authority or Federal Lands to Parks program are expected to be higher than for direct transfer to California State Parks; however, the magnitude of these costs is not known. There would be no costs to the NPS.



Balcony at the Milpitas Hacienda, NPS photo

Alternative B: Addition to Hearst San Simeon State Historical Monument and Designation as an Affiliated Area of the National Park System.

(See Figures 14 & 15, Alternative B in the “Figures” section)

OVERVIEW

Under this alternative, legislation would authorize direct transfer of the Milpitas Hacienda complex and the ranch bungalows to California State Parks to be managed as an addition to Hearst San Simeon State Historical Monument (Hearst Castle®) and as an affiliated area of the national park system. A separate study would be prepared by the NPS to consider the addition of the Milpitas Hacienda and the ranch bungalows to the Hearst San Simeon Estate National Historic Landmark (NHL).

The Gil Adobe and the Tidball Store are listed on the National Register of Historic Places at the local level of significance. Legislation would authorize direct transfer of these sites to California State Parks or Monterey County Parks Department. An agreement with a nonprofit organization could be developed in order to provide for management of these sites at little or no cost to the public agency.

This alternative includes an option for transfer of the Javelin Court area, including 41 housing units to California State Parks to be operated as rental housing. The revenue from managing the housing area could be used to partially offset operating costs of the Milpitas Hacienda complex and the ranch bungalows.

LANDOWNERSHIP AND MANAGEMENT

Under Alternative B, Congressional legislation would authorize direct transfer of the following areas to California State Parks to be operated as an addition to Hearst San Simeon State Historical Monument and as an affiliated area of the national park system:

■ The Milpitas Hacienda complex:

- ❖ The Milpitas Hacienda (Building 101)
- ❖ Additional support structures: swimming pool (Building 100), toilet/shower facility (Building 100A), pool service building (Building 100B), storage building (Building 130), and tennis court (Building 103)
- ❖ approximately 21 acres of land on which the Milpitas Hacienda is situated, known as “Hacienda Hill”).

■ Five ranch bungalows (Buildings 124, 127, 131, 132A, and 149), including appropriate land around each.

California State Parks would manage the Milpitas Hacienda and nearby ranch bungalows as part of its Hearst San Simeon State Historical Monument (Hearst Castle) operation, as an element of William Randolph Hearst’s extensive estate. It is assumed that the Milpitas Hacienda lodging and restaurant facilities would continue to be operated by a concessioner or other public/private arrangement.

The ranch bungalows (buildings 124, 131, 132A and 149), some of which are part of the historic ranching landscape, would be available for uses such as office space, concessions, visitor center, staff housing, or as additional operational space needed for the Milpitas Hacienda operation.

Legislation would authorize the direct transfer of the Gil Adobe (Building 640) and one acre of land under and adjacent to the Tidball Store to either California State Parks or Monterey County Parks Department. These properties in the Jolon area are both listed on the National Register of Historic Places at the local level of significance. An agreement with a nonprofit organization could be developed in order to provide for management of these sites at little or no cost to the public agency that accepts ownership. The Ventana Conservation and Land Trust and Monterey County Parks Department have discussed the potential for collaborative management of these sites to interpret the history of the town of Jolon. Further analysis is needed to

determine the viability of such an arrangement. The Monterey County Parks Department owns the Tidball Store structure, and would therefore be a logical agency to assume ownership of the land it sits upon.

As in Alternative A, California State Parks may continue to conduct law enforcement / firearms training or enter into a longer term lease for a law enforcement training center at Fort Hunter Liggett. These activities are not related to the excess property at Fort Hunter Liggett, but may provide for operational efficiencies.

Fort Hunter Liggett, other than the transferred BRAC excess property, would continue to be owned and managed by the U.S. Army.

Designation as an affiliated area of the national park system. Affiliated areas are nationally significant areas not owned or administered by the NPS, but which draw on technical or financial assistance from the NPS (NPS 2001b). As discussed in the feasibility chapter of this draft study report, the Milpitas Hacienda meets the criteria for designation as an affiliated area of the national park system. The ranch bungalows would be included in the affiliated area as they were part of the historic landscape setting when the Milpitas Hacienda functioned as the northern ranching headquarters for the larger estate, and they contribute to its interpretation.

Initial discussions with California State Parks identified several areas of NPS assistance and expertise that could contribute to effective management of the resources, including:

- Assistance in developing a management plan for the Milpitas Hacienda;
- Assistance in documenting the history and significance of the Milpitas Hacienda as part of Hearst's historic estate, assessing the condition of the building, and developing historic preservation treatment plans;
- Assistance in analysis and planning for the cultural landscape;
- Assistance in developing a long range interpretive plan;
- Assistance in developing funding sources for rehabilitation or restoration.

Congressional legislation would be required for designation of an affiliated area of the national park system. Further discussion with California State Parks would be necessary prior to designation to ensure that state management standards and procedures for park management are acceptable to the NPS.

VISITOR USE AND INTERPRETATION

Milpitas Hacienda. California State Parks would interpret the Milpitas Hacienda and associated structures as an element of Hearst's vast Central California estate and an example of the design and construction collaboration between Hearst and Julia Morgan. The Milpitas Hacienda provides an opportunity for experiential interpretation of the Hearst's estate. In contrast to the tightly controlled tours at Hearst Castle, visitors to the Milpitas Hacienda can linger, explore on their own, dine in the rooms where Hearst entertained his guests, and stay overnight in the rooms where Hearst housed his guests and employees.

In the short term, visitor services would be limited to those provided by the Milpitas Hacienda concessioner. This would include a restaurant and overnight accommodations at the Milpitas Hacienda. Over time, California State Parks would develop signage, displays, brochures, tours, and educational programs to interpret the Hearst and Morgan stories. California State Parks would integrate their interpretation and visitor services at the Milpitas Hacienda with those at Hearst Castle, and offer the visitor a more comprehensive view of Hearst's extensive estate.

Mission San Antonio de Padua. The Mission San Antonio de Padua is an active parish and an inholding, owned by the Monterey Diocese, within the Fort Hunter Liggett boundary. It is not the subject of this study. Nevertheless, there may be opportunities for collaboration to enhance services for visitors to both the Mission and the Milpitas Hacienda. The National Park Service or California State Parks could collaborate with the Monterey Diocese on the development of interpretive materials, such as brochures and wayside signs. Mission San Antonio de Padua represents important aspects of California and U.S. history, as well as a key chapter in the story of the Catholic Church. The NPS or California State Parks could collaborate with the Mission to tell stories of early California exploration and settlement, including the 1769 arrival of Spanish Captain Gaspar de Portola, the 1771 founding of the Mission San Antonio de Padua by Father Junipero Serra, and the 1775 expedition of Juan Bautista de Anza. California State Parks staff or docents could offer walking tours to interpret early Mission life, based on remnants of the aqueduct, mill, orchards, vineyards, cemetery, washing facilities, Indian quarters and other features. The NPS could work with the Mission and Fort Hunter Liggett to interpret this portion of the Juan Bautista de Anza National Historic Trail.

California State Parks and the National Park Service could offer assistance to the Monterey Diocese in areas such as interpretation and visitor education, historic preservation, building condition assessment, museum curation, artifact conservation, conservation of the historic landscape surrounding the Mission, docent training, and management / operation of the gift shop. The NPS, California State Parks, and the Monterey Diocese have discussed drafting a memorandum of understanding to establish the basis for possible future collaboration.

Gil Adobe and the Tidball Store. These structures could potentially be rehabilitated for visitor use and to interpret the gold rush-era homesteading and mining boom in Jolon. Substantial investment would be involved, and

further analysis is needed to identify viable uses and funding strategies. According to the Gil Adobe Preservation Plan, the Gil Adobe could be rehabilitated to support interpretive functions for visitors (Allen and Sanchez 1993), but it would require substantial financial investment. Seismic retrofitting, repair of the adobe walls and roof, electrical and mechanical systems and plumbing would likely be needed to accommodate visitors. Monterey County and the Salinan Tribe previously pursued a lease arrangement to make the Tidball Store available to the Salinan Tribe. Lease arrangements were never completed, however, and to date, Monterey County has been unable to find appropriate and viable uses for the building.

Access. As in Alternative A, visitors to the Milpitas Hacienda and the Mission San Antonio de Padua would arrive at Fort Hunter Liggett primarily via Jolon Road, from Highway 101 and the Salinas Valley, near King City. Some visitors would arrive via the more scenic but circuitous Nacimiento-Fergusson Road, from Highway 1 and the Pacific Coast. The cantonment area and the public roads on the installation would be open to the public, with certain security constraints. Visitors wishing to combine a visit to the Milpitas Hacienda with a visit to Hearst Castle could either travel 1.5 hours via Jolon Road and Highways 101, 46 and 1; or travel a 2.5 hour scenic route via Nacimiento-Fergusson Road and Highway 1.

Hunting and fishing access would continue under Army permit as in Alternative A. Hunters and anglers could take advantage of visitor services at the Milpitas Hacienda.

RESOURCE PROTECTION

Preservation covenants and protective easements are required to be included in the real estate transfer documents for property listed on the National Register of Historic Places to ensure long-term preservation of the property's historic significance (36 CFR 800.5 [a] [2] [vii]). This would apply to the Milpitas Hacienda and the Gil Adobe, and possibly to the land around the Tidball Store.

California State Parks would manage the historically significant structures in accordance with the Secretary of the Interior's Standards for the Treatment of Historic Properties, California Environmental Quality Act (CEQA), and Public Resources Code 5024.5 (inventory and management plan for cultural resources). Building condition assessments would be undertaken to determine more specific preservation, rehabilitation and restoration needs. California State Parks would seek to maintain or enhance the quality of the cultural landscape surrounding the Milpitas Hacienda. California State Parks could request technical assistance in resource protection from the NPS in areas such as cultural landscape conservation, historic preservation, and architectural history. A separate study would be prepared by the NPS to consider the addition of the Milpitas Hacienda to the Hearst San Simeon Estate National Historic Landmark. The Army would not conduct or contribute to the cost of the study.

Protection of the cultural resource values of the Gil Adobe and Tidball Store may depend upon finding economically viable uses for these structures. Ideally, the owner or manager of these sites would develop plans to protect and use the structures and to address the archeological resources of the sites.

Natural resource values of the excess properties are minimal: most of the area is paved, built-upon or landscaped. Therefore no particular natural resource protection activities are anticipated. Natural, cultural, and historical resources of Army-managed property would continue to be managed under existing Army programs as described in Alternative A.

OPERATIONS AND MAINTENANCE

Under Alternative B, California State Parks would be responsible for maintenance of the Milpitas Hacienda complex and the ranch bungalows. It is assumed that the Milpitas Hacienda would continue to be managed by a concessioner to provide lodging and food service. Appropriate maintenance standards would be specified in a

concession contract, and routine maintenance would likely be the responsibility of the concessioner. Capital investments and improvements could occur in the long term and would need to be negotiated between California State Parks and the concessioner.

In the near term, several ranch bungalows would continue to be leased to the U.S. Forest Service (USFS) on an interim basis as residences for USFS fire crew members, until needed by California State Parks. In the long-term, California State Parks could use the ranch bungalows for visitor services, office space, or staff housing.

California State Parks would negotiate with Fort Hunter Liggett to provide certain services, such as law enforcement, emergency medical services, water supply and wastewater, electricity, and telecommunications. In the near term, the Army could provide law enforcement and emergency services on a per call basis. In the longer term, California State Parks could have a law enforcement presence in the area in coordination with the Army. California State Parks and the US Army could enter into a concurrent jurisdiction agreement to address law enforcement issues.

The local or state agency accepting transfer of the Gil Adobe and land under the Tidball Store would be responsible for maintenance and operation of these areas, possibly through a management agreement with a nonprofit organization.

Roads providing access to the Milpitas Hacienda, ranch bungalows and other BRAC excess property would be retained and maintained by the US Army. California State Parks would need appropriate authorizations and agreements for the use of roadways retained by the Army for access to acquired structures and properties. Any additional driveways or parking areas created to directly support visitors to the historic site would be maintained by California State Parks. The county would continue to maintain the county roads.

IMPLEMENTATION COSTS

Table 14: Alternative B Implementation Costs includes a summary of costs for the addition of the Milpitas Hacienda complex and ranch bungalows to the Hearst San Simeon State Historical Monument. Costs associated with the Gil Adobe and Tidball Store were not estimated as no specific management proposals are presented as part of this draft study report. Financial analysis would be needed as part of any re-use proposal.

Initial one-time costs would include environmental site assessments and surveys, and various planning reports related to the protection and interpretation of the historic structures and resources. It is assumed that the real property would be transferred without reimbursement to the Army of the real property's value. Transfer to California State Parks would only be feasible if reimbursement of the real property costs is waived. The Army would not be responsible for any implementation costs, other than their own costs for property transfer.

Capital costs for the development of the Milpitas Hacienda complex and ranch bungalows would include the renovation of one of the ranch bungalows for use as a visitor center and administrative offices for park staff, and the development of interpretive panels and signage. It is assumed that lodging and food service at the Hacienda would continue to be run by a concessioner. An analysis of the feasibility of continued use of the Hacienda for hospitality suggests that renovations would be necessary to continue successful concession-based lodging and food service operation. Such renovations would be made by the concessioner. The costs of renovation could be financed by an increase in room rates (Bay Area Economics 2001). It is also likely that a more stable concession contract (vs. the current month-to-month arrangement) and marketing in conjunction with Hearst Castle® could substantially increase occupancy rates.

Routine maintenance and day-to-day operation of the Milpitas Hacienda would be the

responsibility of the concessioner, as specified in a contract between California State Parks and the concessioner. Ongoing maintenance on the ranch bungalows would be the responsibility of California State Parks.

Park operational costs for the Milpitas Hacienda and other excess property would include portions of staff positions based at Hearst Castle.® Law enforcement and fire services could be contracted with the Army or the USFS.

As an affiliated area of the national park system, the Milpitas Hacienda would be eligible for technical and financial assistance from the National Park Service. The NPS has the authority to enter into agreements to share costs or services in carrying out authorized functions and responsibilities in affiliated areas (16 U.S.C. Sec. 1f). Given existing financial constraints within the NPS, it is expected that financial and technical assistance will be limited. The cost of this technical assistance is estimated at up to \$50,000 per year for central office staff time or contracted projects. These costs may be incurred on an irregular basis, depending on need and availability of funding.



Above: Hearst Castle; Below: The Milpitas Hacienda, Richard Crusius photo

Table 14: Alternative B Implementation Costs

	California State Parks	Concessioner	Notes/Assumptions
Land Acquisition/Property Transfer			
Surveys and pre-acquisition environmental site assessments	\$25,000		
Land costs	\$0		
<i>Based on estimates from the NPS-PWRO Pacific Land Resources Program.</i>			
Initial Planning and Development			
Research and planning	\$350,000		Building condition assessments, historic research, planning reports regarding historic structures, park management, and interpretation.
<i>Based on estimates from the NPS-PWRO Cultural Resources and Interpretation and Education Programs.</i>			
Capital Costs			
Milpitas Hacienda renovation	\$0	\$300,000	"As is" renovation of the Hacienda would include new finishes in rooms, upgrades to fixtures and furnishings, upgrading of mechanical systems. Full rehabilitation to a high quality, full service hospitality service could cost \$3-6 million.
Ranch Bungalow renovation	\$400,000	\$0	Renovation of Building 124 for use as administrative offices and/or visitor center. Full renovation of the other four bungalows would cost approximately \$1 million.
Interpretive signage – wayside panels	\$25,000	\$0	
<i>Based on estimates from Bay Area Economics, 2001 (adjusted); NPS-PWRO Facilities Management and Interpretation and Education Programs.</i>			
Maintenance of Structures			
Hacienda maintenance	\$0	\$50,000	Includes property operations, maintenance and utility costs.
Ranch bungalows maintenance	\$22,500	\$0	
<i>Based on estimates from Bay Area Economics, 2001 (adjusted); NPS-PWRO Facility Management Program.</i>			

	California State Parks - annual	Concessioner - annual	Notes/Assumptions
Park Operations			
Management / Administration: State Park Superintendent, Office Technician	\$16,000		All personnel costs represent portions of staff, shared with Hearst San Simeon State Historical Monument or San Luis Obispo Coast District.
Visitor Services: Park Ranger, Park Interpreter, Historian, Park and Recreation Specialist	\$50,000		On-site interpretation, public information and marketing programs.
Historic Maintenance Services: Stationary Engineer, Electrician, Landscape Architect, Restoration Work Specialist	\$46,000		
Equipment	\$46,000		Data processing equipment, auto, utility. Budget year costs only.
Operation Expense (O/E)	\$35,000		Supplies, services, fuel, interpretive brochures, etc.
Law Enforcement and Fire	\$7,000		Contracted through Army.
Total Park Operations	\$200,000		
<i>Based on preliminary estimates from California State Parks, San Luis Obispo Coast District.</i>			
Affiliated Area Assistance		NPS - Annual	Notes / Assumptions
Technical Assistance		\$50,000	Staff time or contracted projects for historical research, historic preservation, interpretation, planning, and fundraising. Costs could vary from year to year depending on need and availability of funding.
<i>Based on estimates from NPS-PWRO.</i>			

JAVELIN COURT OPTION

Under this option, the Javelin Court housing area in the Milpitas Housing Complex would be transferred to California State Parks for continued management as rental housing. The Javelin Court area consists of the following:

- 41 housing units, 2–4 bedrooms each. Arranged in 12 multi-unit buildings (Buildings P18 through P29) of 2–4 units each.
- Playground and shade structure (Buildings P32, P37)
- Approximately 3.5 acres of land.

California State Parks could manage the housing units at the Javelin Court area through a concessioner, contract, or non-profit organization. Costs and revenues are described in Table 15, Javelin Court Area – Costs and Revenues. Over the first 25 years of operation by California State Parks, these housing units are projected to provide surplus revenue which could be used to partially offset the costs of operation of the Milpitas Hacienda area. California State Parks could contract with Fort Hunter Liggett to provide structural and grounds maintenance of the housing complex, if such services are available. Emergency / law enforcement response could be handled on a per-call basis under contract with the Army.

Table 15 : Javelin Court Area – Costs and Revenues

	CSP	Notes/Assumptions
Pre-acquisition costs – surveys and environmental site assessments	\$ 22,500	
Initial capital costs – code improvements and cosmetic improvements	\$ 575,000	Costs could be incurred over several years as units become vacant. Could be financed and paid through rental income.
Replacement costs – painting, flooring, appliances, HVAC, roof, periodic remodel	\$ 100,000 / year	Fund from accrued rental income.
Annual Costs - O&M for buildings, O&M for common areas, property management	\$ 200,000 / year	
Revenue from rental – 41 units, semi-detached, 2-4 bedrooms	\$ 440,000 / year income	Assume \$1000/month rent per unit; 90% occupancy. Army estimates 95% occupancy; this analysis uses a slightly more conservative estimate.

HVAC = heating, ventilation, and air condition

O&M = operations and management